

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Presidential Search Committee Meeting
August 23, 2019
MINUTES**

PRESENT: Co-Chairs Shannon Davis and Jimmy Hazel; Rector Tom Davis, Denise Albanese, Simmi Bhuller, Horace Blackman, Terri Cofer Beirne, Mehmood Kazmi, Camden Layton, Germaine Louis, Carolyn Moss, Lauren Reuscher, Edward Rice, Carole Scott, Girum Urgessa, Bob Witeck, and Lisa Zuccari; and Secretary pro tem Cagle.

PARTICIPATED BY PHONE: Ignacia Moreno

ABSENT: Jon Peterson

ADDITIONAL ATTENDEES: Sharon Cullen, Ron Forehand, Jan Greenwood, Julie Holley, and Deborah Love.

I. Call to Order

Co-Chair Hazel called the meeting to order at 1:02 p.m. He thanked everyone for their participation and asked each member to introduce themselves and their affiliation. Co-Chair Hazel recognized Rector Davis for his remarks.

II. Rector's Remarks

Rector Davis thanked the committee and advised that if anyone had a candidate for consideration, to advise the Co-Chairs or the Search firm, Greenwood/Asher and Associates. He continued with the following required statement and approval:

According to Virginia Code 2.2-3708.2 and our Board of Visitors Policy, members of the Board may participate in meetings of the Board by electronic means if they have notified the Rector in advance of the meeting and their absence is due to a medical or personal conflict. Participation by electronic means is limited to two meetings per member per calendar year for personal reasons. The Presidential Search Committee is a committee of the Board of Visitors and, therefore, this Code and policy applies to all members of the committee.

Visitor Ignacia Moreno will be joining this meeting by phone today. Visitor Moreno, for the record, please state the reason for your absence today and your location.

Visitor Moreno responded: I am Ignacia Moreno and I am in a car on way to New Haven to move my son to college and am not able to participate in person, but I thank you for providing me the opportunity to participate telephonically.

Rector Davis then stated: *I hereby approve Visitor Ignacia Moreno's participation at today's meeting by phone. This will count as one of the two electronic participations for personal reasons she is allowed this year*

III. New Business

Co-Chair Hazel thanked Rector Davis and recognized Jan Greenwood, Partner and President of Greenwood/Asher & Associates, Inc. for comments. Ms. Greenwood expressed her pleasure at being back at Mason to assist in another search.

Co-Chair Hazel recognized Ron Forehand, Legal Counsel, for his presentation on the Freedom of Information Act (FOIA). Mr. Forehand explained the details and the critical aspects of FOIA compliance through a power point presentation (Attachment 1). He reviewed the definition and requirements of a legal meeting; telephonic participation; closed sessions, the respective exemption Virginia Codes, and certification by the committee members; special FOIA exemption for meetings where interviews will be taking place; definition and keeping of records as they are the property of the Commonwealth; receiving FOIA requests and directing them to Sharon Cullen, Director of Presidential Administration; and how to handle email communications between members. Mr. Forehand emphasized that any communications between more than two committee members where the business of the search committee is discussed is a meeting that requires public notification and minutes under Virginia Code, noting that included emails, texts, conference calls, and in-person conversations. He responded to questions from the members.

Rector Davis requested a contact list be distributed to the committee members. Secretary pro tem Cagle asked the committee members to complete a contact information form for that purpose.

Co-Chair Hazel recognized Jan Greenwood to review the next items on the agenda. Ms. Greenwood referred to the Search Committee Code of Ethics (Attachment 2) and provided the background on the development of the form, noting it had been adopted for use by the American Council on Education and Association of Governing Boards. She reviewed the reasons behind using this document, including setting common expectations of each other on the committee and meeting the expectations of the candidates regarding respect and confidentiality. Ms. Greenwood highlighted the following points: the co-chairs of the committee are the spokespersons for the committee; if any member of the committee wants to reserve their option to be a candidate, they should remove themselves from the Search Committee; share only first-hand information regarding candidates, not rumor or gossip; maintain the integrity of the search by displaying fair and equal treatment, respect and dignity; be open to all aspects of diversity in candidates.

Co-Chair Hazel opened the floor for discussion and questions. Co-Chair Davis reported her concurrence with the language of the Code of Ethics as presented, noting the consistency between this form and the non-disclosure agreements that are signed by the faculty and staff when involved in faculty or staff searches at the University. She noted she was comfortable signing the agreement because it was consistent with her daily practices as a member of other search committees and that this consistency was the beginning of the way the committee presents its work to the University community as being consistent with its values.

Co-Chair Hazel recognized members of the committee for comments and questions. Co-Chair Hazel and Ms. Greenwood responded to the questions and provided clarifications specific to the Code of Ethics. Discussions ensued concerning passionate but civil discourse, confidentiality versus transparency, and the impact of a confidentiality breach.

Co-Chair Hazel asked for a consensus from the committee to accept and operate under the Code of Ethics as presented. He received committee consent and asked the members to sign the forms and submit them to Ms. Cagle.

Co-Chair Hazel responded to additional questions about responding the press and other inquiries received by committee members.

Co-Chair Hazel introduced the next topics of the position profile and position advertisement. He noted the deadline of August 27 to submit the advertisement to the *Chronicle of Higher Education* for the September issue. Co-Chair Hazel referred to the draft profile (Attachment 3) and advertisement (Attachment 4) that was provided prior to the meeting and asked for comments on overall content and direction of both documents. He explained the search firm would take that input and develop a revised draft. The committee concurred with that approach. Co-Chair Davis thanked the search firm for their work and that she appreciated that the advertisement and position description were being framed from the whole University community. Co-Chair Hazel advised the committee that a Student Listening Session was scheduled for Tuesday, September 3.

Co-Chair Hazel recognized Ms. Greenwood to explain the approach and verbiage on the position profile, noting the importance of the Mason information being accurate, up-to-date, and compelling. Co-Chair Hazel opened the floor for comments and input. Discussions and input ensued that included: amplifying the experience portion; making the sections more cohesive; adding a proven track record in various areas of diversity and inclusion, academic goals, fundraising, external relationships; noting Mason's accomplishments; adding communications within the University community and constituents; noting board relationships; specifying "earned" degrees; adding Mason links to the documents; maintaining multi-campus focus; referring to George Mason University as "Mason", not

GMU; including the ability to create or sustain an environment of high morale and establish an effective leadership team; including a demonstrated commitment to diversity, inclusion, and equity in faculty and staff; clarifying and distinguishing the wording of “proven record” versus “an appreciation for”; framing the issue of and commitment to transparency and integrity; emphasizing fundraising; adding experience with public financing, noting the role of Virginia’s legislature in Mason’s funding; and providing context for “willingness to take risks”.

Co-Chair Hazel asked for consensus on the areas of the position description that needed to be strengthened or reworded and the committee agreed. Ms. Greenwood responded to the input and asked Visitor Moreno to send her comments by email to ensure they would be captured. Discussion ensued regarding wording that narrows the applicant pool of candidates versus wording that would cast a wider net for applicant interest.

Mr. Forehand responded to a FOIA question regarding a committee member communicating (emailing) directly with the search firm and who, if anyone, else should be including in that communication. Mr. Forehand advised that one committee member communicating directly with the search firm would not be a violation and suggested including one of the co-chairs, Ms. Cullen, or Ms. Cagle to ensure a record of the communication.

Co-Chair Hazel recognized Ms. Greenwood to review the position advertisement. She explained the three vehicles for candidates: (1) ad response, (2) through nominations, and (3) market outreach and recruitment. She noted the advertisement is the marketing piece that briefly tells the current Mason story and that it would be published in a number of higher education periodicals and appropriate newspapers. Co-Chair Hazel opened the floor for comments and input. Discussions and input ensued that included: adding Mason is the largest university in the Commonwealth; adding Tier 1 Research status; adding access to excellence; emphasizing the synergy where academics meets practice and innovation; adding dynamic, fast-paced, fast-growing environment; adding the interaction of the University, the community, and the business community, and the impact Mason has had on the growth of Northern Virginia; telling Mason’s story through the numbers; and highlighting the many multidisciplinary and interdisciplinary centers that are unique to Mason.

Ms. Greenwood asked for input and suggestions to be emailed to her, noting the approaching deadline of August 27 for the *Chronicle of Higher Education*. Additional discussion ensued to regarding including recent Mason videos as part of the advertisement and ensuring the information from Mason internal sources is accurate and that all references reflect the same information. Ms. Greenwood

shared proposed wording in the advertisement for acceptance and review of candidate applications.

Co-Chair Hazel asked Ms. Greenwood to review the schedule and process. She emphasized and explained the importance of not discussing prospective dates, but to focus on the items in the process, including: finalizing the position profile and advertisement; continuing requests for nominations by the search firm and within the University, noting everyone should be encouraged to participate with nominations and input; potential recruiting conversations with members of the committee; prospect review meeting which will be a closed meeting where applications will be reviewed; first round interviews; reference feedback meeting; evaluation of next steps and potentially more interviews.

Co-Chair Hazel asked Ms. Greenwood if, in order to keep the process moving, was there was a need for the committee to meet again in the near term. Ms. Greenwood responded that some administrative work needed to be accomplished including developing the call/contact list and providing updates on the website. She noted that several update dates could be identified in case they were needed; Co-Chair Hazel concurred. Co-Chair Davis raised the question of the date of the prospect review meeting being needed for finalizing the advertisement details. Ms. Holley responded that an appropriate date would be identified. Co-Chair Hazel suggested that the comments received at this meeting and by follow-up emails be incorporated in a revised draft of the advertisement, and by consensus, use that version for publication. He also noted that it was his goal to announce the new president at the February 27, 2020 Board of Visitors Meeting. Rector Davis noted that would be ambitious, but also that the new person would need to have time to leave their current job and prepare to come to Mason.

Ms. Greenwood responded to questions about the current market and the anticipated applicant response today versus seven years ago, noting Mason's uniqueness in the market and various ongoing local searches.

Ms. Cagle requested that all outstanding Code of Ethics and Intake forms be submitted.

Co-Chair Davis reminded the committee of the academic calendar, finals, and holidays, noting her preference for receiving confirmed review date(s) as soon as possible. Co-Chair Hazel concurred.

Presidential Search Committee

August 23, 2019

Page 6

IV. Adjournment

Co-Chair Hazel adjourned the meeting at 3:01 p.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

Attachment 1: FOIA – Virginia Freedom of Information Act

Attachment 2: Code of Ethics

Attachment 3: Draft – President Position Profile

Attachment 4: Draft – President Position Advertisement

FOIA

VIRGINIA Freedom of Information Act



Attorney Work Product

1

Importance of Compliance

- Highly scrutinized
 - Employees
 - Press
 - Alumni
 - State officials
 - Potential Donors
- Fines = Money
- Negative publicity for the University
- Violation of the public trust



4

Most Difficult Law You'll Deal With

24/7



2

FOIA Requirements, Generally:

- All **meetings** must be open
- All **records** must be available to the public



5

What FOIA is not...

- Intuitive
- Up to date (technology)

3

MEETINGS

- All meetings of public bodies must be open with public access permitted *unless there is a specific statutory exemption*



6

What is a Meeting?

- Three or more members are gathered, and
- Public business is discussed



7

“Electronic Meetings” Telephone Participation

- “Conference calls” are never permitted
- Telephone or video participation by members is permitted provided requirements are met
- Non-members of the Committee may call in if needed



10

Requirement for a *Legal Meeting*

Meetings Must Be “Noticed”, or advertised

- Three days’ notice
- Posted on Commonwealth Calendar



8

“Electronic Meetings” Requirements

- Quorum (>50%) must be in one place – at the main meeting location
- Member limited to *two times*
- Member must notify Rector that cannot attend for a *personal* or *medical* reason



11

Meetings

What does this mean to me?

- Possible violations? Lunch, cocktail parties, golf games, school events.
- Avoid discussion of University business with *more than one other* member.
- Discussion by more than two is a “meeting” but an *illegal* meeting because it has not been “noticed.”



9

Electronic Meetings

- At the meeting, on the record, in the minutes:
 - If *personal reason*, member must state the reason
 - Whether *personal or medical*
 - Member must state the location from which s/he is participating
 - Rector must approve the participation



12

Closed Meetings

■ Common exemptions for closed meetings

- Legal advice
- Discussion of contract negotiations
- Discussion of *identifiable* employees or applicants ("personnel")
- Discussion of departmental performance where it is necessary to discuss individual employees



13

Interviews

Special FOIA Exemption: "Secret Meeting"

■ Announce in Open Meeting

- Committee will meet
 - Within 15 days
 - Undisclosed Time
 - Undisclosed Location
 - Exclusively to conduct interviews for presidency

16

Requirements for Closed Meeting

- **Specific exemption** and reason for closed meeting must be cited
- Committee may discuss **only matters identified in the motion** to go into closed meeting – even if subject would otherwise qualify for a closed meeting discussion.
- **Certification** required after closed meeting



14

RECORDS

- All records must be available for public inspection and copying upon request



17

Closed Meetings

What does this mean for me?

- Remember the stated purpose of closed meetings, and don't stray from that discussion
- Gently remind others if discussion strays
- Cast a truthful certification vote
- Counsel is not a "FOIA cop"



15

What is a "Record"?

- Anything that records information related to public business are **public records**
 - Letters or other documents
 - Handwritten notes
 - Video/audio recordings
 - Voice mails
 - Emails
 - Text messages



18

What is a "Record?"

(Continued)

- Location doesn't matter
 - At the University
 - Your home or personal office or business
 - Computer hard drive
 - Personal or University computer or server
 - Personal or University e-mail account
 - Cyberspace
 - Cell phone



19

E-MAIL

- Email is a "Record"
- Email can also be a "Meeting"
 - Simultaneous e-mail can easily result in discussion between "more than two members"
 - *Illegal* meeting
- Recommendations
 - Use the telephone when possible!
 - Avoid e-mail to more than one member when possible
 - Alternatively use BCC function
 - *Never* use REPLY ALL.



22

What is a "FOIA Request"?

- Whenever anyone asks for anything
- Does not have to be a written request – oral is fine
- Need not reference "FOIA"
- Five days to respond
 - Report immediately to staff



20

Records

What does this mean for me?

- Be very careful what you write
 - E-mail
 - Notes
- Favor telephone over e-mail
- Report any request immediately to staff
- *Don't delete messages or documents, or throw them away*



21

A Search Committee Code of Ethics

Authors: Jan Greenwood and Marlene Ross

Search committees should consider adopting a code of conduct to ensure impartial, ethical, and respectful treatment of candidates, and also to ensure that a decision is reached based on the most complete and accurate information. The following might be a model for such a code.

<p>As members of this search committee, we accept our responsibility to protect the integrity of every prospect and candidate. Accordingly, each of us pledges to adhere to these principles:</p> <ol style="list-style-type: none"> 1. I acknowledge that only the Chairperson is authorized to speak to the media on behalf of the institution. 2. I certify that I am personally not a candidate for the position. 3. I subscribe to the principle that any appearance of real or potential conflict of interest in the relationship between me and a prospect or candidate should be avoided and that its occurrence will be disclosed promptly to the committee. 4. I pledge to keep as my primary focus the need of the institution to attract a new hire within a timetable that gives it a competitive advantage. 5. I will be active in and committed to building a diverse pool of candidates and foster an environment of inclusion. 6. I will follow the principles below for the management of information about the work of the committee. This work includes what is developed and received about prospects, candidates, and their employing institutions. I understand this effort is necessary to attract excellent finalists, to avoid putting their current positions in jeopardy, and to maintain my institution's professional image. Specifically, I will adhere to the following code of responsibility, accuracy, and integrity: <ul style="list-style-type: none"> • I pledge to respect the absolute confidentiality of all prospects and candidates. I will not reveal the name of or any information about any prospects or candidates before or after the committee completes its work. • I will adhere to the highest standards of ethical and professional conduct. 	<ul style="list-style-type: none"> • I will be fair, accurate, honest, responsible, and decent in my management of information • I will avoid practices that would conflict with my ability to be fair and unbiased. • I will develop my independent opinions prior to group discussions. • I will guard against inaccuracies, carelessness, bias, and distortion made through either emphasis or omission of information. • I will admit any misrepresentation of information and correct it promptly and prominently. • I will strive for impartial treatment of issues and dispassionate handling of controversial subjects. I understand that prospects and candidates who have held executive jobs and made difficult decisions have not necessarily been in positions to win popularity contests. • I will not permit personal interests to distort or misrepresent the facts. • I will give reports on candidates to the Chair of the Search Committee for determining their accuracy before the Chair shares the information with others. Reports should be confirmed by three on-the-record sources. • I understand that no code of ethics can prejudge every situation. • I will use common sense and good judgment in applying ethical principles to search work. • I consider the content and intent of this statement to be a matter of personal responsibility. • I will adhere to the highest standards of ethical and professional conduct not only in the treatment of candidates, but also with colleagues who serve on the committee in the best interests of the institution.
---	---

****The concept and several of the principles in this model code of conduct were initiated by the search committee chaired by Frances Hesselbein for the search for the president of Independent Sector. Principles were also borrowed and adapted from the APME (Associated Press Managing Editors) Code of Ethics for Newspapers and their Staff.**

Search Committee Code of Ethics Signature Page

My signature below indicates my acceptance of, commitment to and willingness to abide to the foregoing Search Committee Code of Ethics. I specifically agree to keep confidential all information received pursuant to my membership on the Search Committee, including, but not limited to, any information obtained as part of the search process about prospects, nominees and candidates before, during and after the work of the search committee is completed.

Signature

Printed Name

Date



PRESIDENT

Position Description



Greenwood/Asher & Associates, Inc.
Executive Search, Consulting and Training

The Position

The Board of Visitors of George Mason University invites nominations, expressions of intent, and applications for an exceptional leader to serve as the university's 8th president. George Mason University, a comprehensive, national and international university, Virginia's largest public research university, has set the standard for a bold, dynamic education that serves its students and communities.

The next president of George Mason University has an historic opportunity to build upon one of the most remarkable success stories in the past half-century of American higher education and help shape the direction of one of the nation's most innovative public research universities. The preferred candidate will work with faculty, students, staff, and alumni to promote a shared vision of higher education dedicated to research excellence and exceptional student instruction. The next president will be a leader who understands that research and teaching excellence, together with service and public engagement, are at the very heart of the great university. The president will employ good stewardship of resources, talent, and innovation. Passionate about the promise of economic opportunity and mobility that an outstanding education represents for students and their families from all walks of life, the president will possess a clear and articulate understanding of the indispensability of diversity in the workplace and the classroom, and of the many costs of discrimination in all its forms to institutions of higher education.

A proven, capable, and experienced administrator, the president will encourage and support research, teaching, and public service as goods in and of themselves and as engines of growth and development. Building upon the significant support the university has had from the community for decades, the president will advocate for the university with community partners in the business, industry, and civic sectors. In preparation for the next comprehensive university fundraising campaign, the president will serve as the "face of fundraising" for the institution. Engaging and inspiring donors and encouraging alumni to maintain a lifelong relationship with alma mater will be imperative and expected.

The president will have excellent communication skills, a capacity for collaboration and an appreciation for the plurality of interests that animate a world-class university, and its publics. The next president will be a campus-wide leader who grasps both the big picture and the foundations that comprise it. The president's role is to sustain and promote the campus as a leader in the marketplace of ideas, discoveries, and technologies, both locally and globally.



The next president will develop sustainable models for generating knowledge in the arts, business, engineering, humanities, and sciences in a dynamic fiscal environment. A visionary leader, the president will be committed to nurturing within students the best critical- and creative-thinking skills and equipping them with the expertise they need to succeed in the changing landscape of work and citizenship.

Working with a variety of partners, the president will shape short- and long-term strategies to guarantee that our institution not only embraces the challenges of the next 62 years, but defines the role of public higher education in addressing them, as well.

Duties/Responsibilities

- Provide leadership, management, and resource development as CEO for the university.
- Oversee and manage the operating budget in excess of \$1 billion.
- Oversee development, delivery, and assessment of academic programs, policies, and research activities.
- Oversee intercollegiate athletics for the campus, including campus accountability for NCAA compliance.
- Oversee public safety and campus compliance with federal and state regulations.
- Effectively communicate with community leaders.
- Set and lead the philanthropic agenda for the university.
- Directs the university's overall strategic planning, allocation, and evaluation operations.
- Execute the policies of the Board of Visitors and university-wide policies.



Minimum Qualifications, Knowledge, Skills and Abilities

Strong preference will be given to candidates with the following qualifications and attributes:

- An academic background and credentials, including Ph.D., or highest degree in chosen academic field.
- A successful record of academic leadership based on a combination of scholarly accomplishment and executive experience.
- The ability to lead and shape a compelling vision for a large, complex, multi-stakeholder institution.
- A deep commitment to the Mason mission of access, inclusion, and service.

- The ability to build institutional excellence, especially in the university's core functions of instruction, research, and scholarship.
- Exemplary personal values and a track record of values-based decision-making.



- A work ethic that prioritizes shared governance, integrity, and transparency as core values that shape all campus processes and decision-making.
- A deep appreciation for diversity and equity and a commitment to inclusion.
- The ability to communicate persuasively in public and private settings.
- The ability to develop excellent relations with all university stakeholders.
- Creative strategic thinking and an entrepreneurial spirit; willingness to take risks.
- The ability to increase resources including

engaging productively with donors and securing large gifts.

- Experience with budgetary decision-making, framed by the financial issues currently facing public research universities.
- A comprehension of and appreciation for scholarly and creative excellence, including the distinctive contributions of all the campus' schools and colleges to a diverse, comprehensive Research 1 university.
- A commitment to the teaching mission of the public research university in a rapidly changing world, including support for technology-enhanced learning.
- The demonstrated ability to attract and retain a diverse and superb faculty, student body, and staff, and to articulate the ethical and educational reasons for doing so.
- The ability to represent the mission, challenges, and opportunities of the university and the willingness to provide national leadership in higher education.
- A commitment to effective communication and collaborative work with a variety of partners, including faculty, staff, students, alumni, donors, and community leaders.
- A proven record in fundraising, advancement activities, and alumni relations and a capacity for cultivating a broad range of stakeholders.
- A commitment to continuing campus operations that are environmentally sustainable and education programs related to the responsible stewardship of natural resources and the environment.



About the University

George Mason University was established in 1957 as the northern Virginia branch of the University of Virginia and became an independent public university in 1972. In the decades since, it has been on a steep growth trajectory. It is now a major national research university with a deep-seated mission of access to excellence and a strong commitment to diversity and inclusion. In 2016, the university achieved a Tier 1 research designation and in fall 2018 was named one of the top 150 universities in the nation by *U.S. News & World Report* and one of the top 95 in the nation by ShanghaiRanking Consultancy's Academic Ranking of World Universities.

With an enrollment of more than 37,000 students from 130 countries and 50 states, Mason continues to grow and is responsible for about half of all enrollment growth in Virginia public universities over the last decade. With three Northern Virginia campuses – and an international campus near Seoul, South Korea – Mason's location just outside of the nation's capital provides exceptional opportunities for the university to engage the U.S. government, international organizations, and major corporations in a myriad of industries.

A summary of significant accomplishments in recent years is as follows:

Graduates

- As of FY19 2019, Mason has awarded 55,137 degrees, more than tripling the number of degrees awarded since FY15. This puts the university on pace to meet the goal of producing 100,000 graduates by 2024. The Spring 2019 commencement ceremony recognized the largest and most diverse graduating class in university history. Nearly half of the 6,000 undergraduates were from minority populations, the highest percentage in university history. Mason continues to lead in graduating more STEM degrees than any other university in the state – 34 percent of undergraduate and 26 percent of master's and doctoral students received degrees in science, technology, engineering and mathematics (STEM) fields.
- 293 students graduated with doctoral degrees in FY19. With 23 more graduates than the previous fiscal year, we are on track to meet the goal of 400 doctoral degrees awarded annually by 2024.



Research

- As of April 2019, sponsored research expenditures were at \$149 million, 32 percent higher than in the previous year, which puts the university on pace to meet its strategic goal of \$225 million in annual research expenditures by 2024.

- Mason formally launched the Institute for a Sustainable Earth (ISE), a multidisciplinary faculty-driven institute that will address Earth's future, including the problem of global climate change.

Faculty Excellence

- Four Mason faculty members were recognized by the National Science Foundation with the Faculty Early Career Development (CAREER) awards. NSF CAREER awards are the most distinguished awards junior faculty members can receive and reflect the world-class caliber of our faculty. The awards come with a federal grant for research and education activities for five consecutive years.



Alumni Success

- 82 percent of the class of 2018 reported a positive career outcome within 6 months of graduation, exceeding the university goal for a consecutive year.

Accessible Pathways

- ADVANCE enrolled 319 students in Pathway in Spring 2019, which is more than double the number in Fall 2018.
- As of Fall 2018, 2,166 students had taken most of their courses online marking a 32 percent increase from the previous period. FY19 numbers are in progress and are expected to trend higher.

Global Engagement

- International student enrollments reached 3,765 in FY19, a 25% increase since 2015. related entities have cash and investments of approximately \$3 billion.

Student Success

- Forty-seven Mason students took part in the National Conference on Undergraduate Research from April 10-13 at Kennesaw State University in Georgia. The conference is regarded as the nation's most prestigious undergraduate research event.
- A record number of Mason students earned prestigious awards this year. These include eight Fulbright Scholars, seven finalists for the Presidential Management Fellowships (this is the U.S. Federal Government's most elite pathway to senior-level careers in public service), five Critical Language Scholarships, three Goldwater Scholarships (the highest number ever awarded to Mason students), three National Science Foundation Graduate Research Fellowships, three Boren Scholarships, two awards each from the National Science Foundation Doctoral Dissertation Research Improvement Grants and the National Institutes of Health Ruth L. Kirschstein Grants, and one award each from the Truman Scholarship and the Udall Scholarship.

Rankings

- Mason has 12 graduate programs ranked among the top 50 in their categories by U.S. News and World Report. Leading the way are the security studies program in the Schar School of

Policy and Government, which was ranked No. 2, and the part-time JD program at the Scalia Law School, ranked No. 4.

- Mason surpassed the median for Virginia doctoral universities and currently ranks third of seven in diversity of full-time instructional faculty.

Fairfax Campus

Mason's Fairfax location, the original campus, is the principal center for undergraduate studies, with residence halls that house more than 6,000 of our 37,000-plus students.



The campus, on 677 wooded acres within 25 minutes of downtown Washington, D.C., offers academic programs in nine colleges and schools: College of Education and Human Development; College of Health and Human Services; College of Humanities and Social Sciences; College of Science; College of Visual and Performing Arts; Schar School of Policy and Government; School for Conflict Analysis and Resolution; School of Business; and, Volgenau School of Engineering.

This busy campus reflects GMU's rising enrollment and new construction is evident to accommodate that growth. Recent projects include: 2018 opening of the Peterson Family Health Sciences Hall, the new home of the College of Health and Human Services. The 165,000-square-foot facility includes classrooms, offices, a health clinic, wet labs, a nutrition kitchen, and an amphitheater; this year also marked the start of construction on the Core Campus Project, which includes a state-of-the-art six-story, 218,000-square-foot building with classrooms, office space, meeting rooms, and community space.

Arlington Campus

Mason's Arlington Campus, in the Virginia Square neighborhood of Arlington County near Washington, D.C., focuses on graduate and professional programs. Working adults can advance in their current professions or chart a new career course.

The campus offers courses from the: Antonin Scalia Law School; Schar School of Policy and Government; School for Conflict Analysis and Resolution; School of Business; College of



Humanities and Social Sciences; College of Visual and Performing Arts; and, College of Education and Human Development.

Class schedules are set to accommodate the hours of working professionals, with most starting no earlier than 4 p.m. during the week. Some classes are held on Saturday. The campus also houses the Executive and Professional Education division, which provides classes and specialized training for individuals and organizations in such fields as: Certified Financial Planning; Project Management; Cybersecurity; Paralegal; Facilities Management; Business Analysis; Information Technology; Business Management; Government Contracting; and, Risk Management.

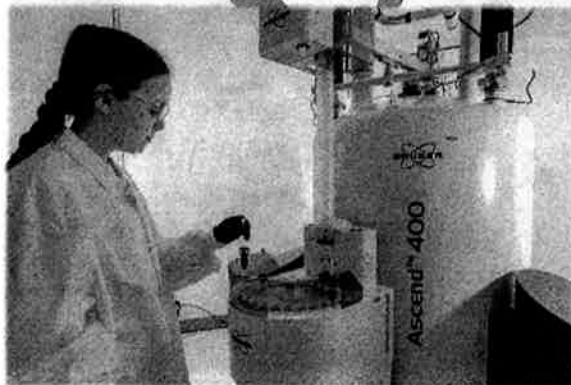
The location also enhances students' ability to gain and get to internships, professional gatherings, and an abundance of job opportunities. This campus is within walking distance of the Virginia Square-GMU Metro station. National leaders in government, business, and industry are frequent guest lecturers, providing students with insight on major issues and the opportunity to converse and engage with people who have national and global influence. Government and non-governmental agencies, non-profits, and private companies frequently book space at the campus to host conferences, meetings, and presentations, which students are often invited to attend.

Science and Technology Campus

Mason's Science and Technology Campus in Manassas is in Innovation Park, the largest research business park in Northern Virginia, home to technology companies and government agencies conducting cutting-edge research. It's also the site of the Hylton Performing Arts Center. In addition, this location provides expanded access to educational opportunities for students throughout the region. Research and academic courses offered on the 134-acre campus include programs from the College of Education and Human Development's School of Recreation, Health, and Tourism; the Volgenau School of Engineering; and, the College of Science.

The modern classrooms and labs have been designed specifically to ensure courses prepare students to be leaders in their fields of study. On-campus housing is available for graduate students. A shuttle bus runs between the Fairfax and SciTech campuses.

The Hylton Performing Arts Center entertains and educates the community through diverse and accessible events. The state-of-the-art venue features 85,000 square feet of space, housing



Merchant Hall, an opera house with a 100-foot stage and orchestra pit; Gregory Family Theater, a flexible space that can host cabarets, chamber groups, and special events; Didlake Grand Foyer, which can host seated dinners and standing receptions; and, Buchanan Partners Art Gallery, which showcases works by local and regional visual artists.

The campus also features the Freedom Aquatic & Fitness Center, which offers recreational,

educational, social, and cultural programs and activities. Government agencies, businesses, community members, and non-profit organizations are also welcomed to host their events here at the: Verizon Auditorium; Discovery Hall Auditorium and, Beacon Hall Conference Center.

South Korea Campus

The Mason Korea Campus, in Songdo, South Korea, welcomes students from around the world. They receive the same degree they would earn at Mason's Virginia campuses. Undergraduate students admitted through Mason Korea spend their sixth and seventh semesters at the Fairfax Campus. They can earn degrees in Management; Accounting; Finance; Economics; Global Affairs; Conflict Analysis and Resolution; Computer Game Design; Curriculum and Instruction (graduate degree); and Systems Engineering.

All courses are taught by Mason-credentialed instructors, including senior Mason faculty who come from the United States to teach and conduct research. Other faculty members are from around the world, bringing an international perspective to the classroom.

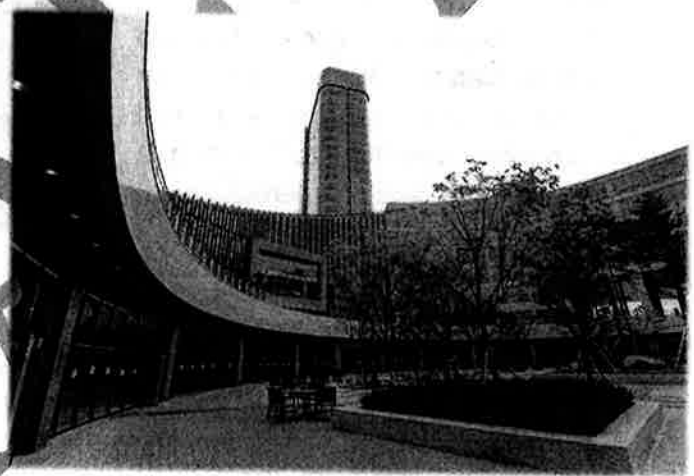
The campus is about 25 miles from Seoul and a 20-minute shuttle ride from Seoul Incheon International Airport. Mason shares this facility with branches of the University of Utah, the State University of New York (SUNY), and Ghent University (Belgium).

2014-2024 Strategic Plan

George Mason University is halfway through a 10-year strategic plan to seeks to make Mason the best university for the world. The plan achieves this through 12 ambitious goals that deliver on values and priorities, including innovative learning, access to excellence, a strong return on investment, diversity, research, among others. Furthermore, the plan supports our mission to advance society through education, research and engagement while producing graduates who are engaged citizens, well-rounded scholars and are prepared to act.

The university has made significant progress on our goals already. For example, Mason was named a "Tier 1" research university in 2016 by the Carnegie Classification of Institutions of Higher Education and reaffirmed in 2018. Mason over the last eight years has driven 64 percent of the net enrollment growth among Virginia public universities while being the state's top producer of tech talent. The value of a Mason degree continues to rise as are graduates earn among the highest starting salaries compared with other Virginia public university graduates, while seeing no marked disparity in graduation rates among racial or socioeconomic groups.

Strategic Plan timeline and updates: <https://strategicplan.gmu.edu/>



2019-2020 Budget

The total university budget for FY 2020 is projected to be \$1.25 billion, which includes substantial increases in student financial aid, sponsored research and capital outlay. The Board of Visitors approved budget reflects Mason's staunch commitment to providing our Commonwealth residents access to a world class research university in an innovative learning environment.

Motto

Freedom and Learning

Mission

A public, comprehensive, research university established by the Commonwealth of Virginia in the National Capital Region, we are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.



Vision

Since its birth less than a half-century ago, George Mason University has grown impressively in size, stature, and influence. Now a standard-setter among modern public universities, Mason's reach is both deep and broad, extending from Virginia, as the commonwealth's largest public university; throughout the United States, where its location near Washington, D.C., affords unique types of audiences, resources, and opportunities; and around the world, through its groundbreaking research on complex global problems and an expanding international student body.

The Mason Idea

Innovative = We question current thinking and try new ideas. We honor time-tested academic principles while striving to create new forms of education that serve our students better and new paths of research that can uncover solutions to the world's greatest challenges.

Diverse = We bring together a multitude of people and ideas in everything we do. Our culture of inclusion, multidisciplinary approach, and global perspective make us more effective educators and scholars.

Entrepreneurial = We put ideas into action. We educate students to create, as well as carry out jobs; become agents of positive change; and add value through government or business, for-profit or nonprofit organizations, academia or the arts. We pursue discoveries that can

make a difference in the world. We help our community thrive socially, economically, environmentally, and culturally.

Accessible = We are an open and welcoming community. We partner with public and private organizations in our region and around the world. We proactively engage with our community. We define our success by how many talented students we serve, not by how many we leave out.



Our Values

Our core values capture the guiding principles for how we work with each other and how we make decisions when we are at our best. They are the foundation of the type of community we want to build together. These seven values are listed and explained below.

› Our students come first.

Our top priority is to provide students with a transformational learning experience that

helps them grow as individuals, scholars, and professionals.

› Diversity is our strength.

We include and embrace a multitude of people and ideas in everything we do and respect differences.

› Innovation is our tradition.

We strive to find new and better ways to deliver on our mission while honoring time-tested academic values.

› We honor freedom of thought and expression.

We protect the freedom of all members of our community to seek truth and express their views.

› We are careful stewards.

We manage the economic and natural resources entrusted to us responsibly and sustainably.

› We act with integrity.

We hold ourselves to the highest ethical standards as educators, scholars, students, and professionals.

› We thrive together.

We nurture a positive and collaborative community that contributes to the well-being and success of every member.

The Mason Graduate is...

an engaged citizen:

- ethically oriented and committed to democratic ideals
- respectful of individual differences, rights, and liberties

- knowledgeable of important issues affecting the world
- focused on the well-being of others, today and tomorrow
- committed to building a just society

a well-rounded scholar:

- thinks critically and creatively and demonstrates professional competence
- possesses an inquisitive nature
- appreciates science, humanities, and the arts
- skilled as a communicator
- committed to lifelong learning

prepared to act:

- innovative, resourceful, and entrepreneurial; ready to do or create a job
- interested and practiced in working with individuals from other cultures, backgrounds, and perspectives
- equipped to make positive and meaningful changes in society

Accreditation

GMU is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, masters, doctoral, and first-professional degrees. For more information, visit <https://provost.gmu.edu/administration/academic-program-approval-and-review/accreditation>

Nomination & Application Process

Salary

The salary is competitive and commensurate with qualifications and experience.

How to Apply

Greenwood/Asher & Associates, Inc. is assisting the Board of Visitors and the Mason University community in the search for the 8th President of George Mason University. Applications and nominations are being accepted.

Screening of applications will begin immediately and continue until an appointment is made. Applications are encouraged to be submitted before _____. Application materials should include a letter addressing how the candidate's experience and skills match the position requirements, a résumé/CV, and contact information for at least five references. Individuals wishing to nominate a candidate should include the name, position, address, and telephone number of the nominee. A letter addressing how the candidate's experiences match the position requirements is recommended.

Inquiries, nominations and application materials should be directed to:

Jan Greenwood, Partner
Julie Holley, Senior Executive Search Consultant
Greenwood/Asher & Associates, Inc.
42 Business Centre Drive, Suite 206
Miramar Beach, Florida 32550
Phone: 850-650-2277 / Fax: 850-650-2272
Email: jangreenwood@greenwoodsearch.com
Email: julieholley@greenwoodsearch.com

Greenwood/Asher & Associates, Inc.
Executive Search, Consulting and Training

For more information on George Mason University, please visit <https://www2.gmu.edu/> and
_____ for the position description on the Presidential Search web site.

George Mason University is an equal opportunity/affirmative action employer, committed to promoting inclusion and equity in its community. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability or veteran status, or any characteristic protected by law.



PRESIDENT GEORGE MASON UNIVERSITY

George Mason University's Board of Visitors and university community invites nominations and applications for the position of President. George Mason University, a comprehensive, national and international university, Virginia's largest public research university, has set the standard for a bold, dynamic education that serves its students and communities.

The President is the chief executive officer of the university and is responsible for all operations of the university, including overall leadership and management of the institution, its academic enterprise, fundraising, the development of fiscal and budgetary plans and requests and the allocation of resources. The President represents the university in the Commonwealth of Virginia as well as nationally and internationally and reports to the George Mason University Board of Visitors.

The university seeks a President with vision, experience, credentials, integrity, energy, and determination to lead a \$1B+, national and international academic and research entity and advance its top academic goals.

A strong culture of excellence to build upon is already in place:

- GMU ranks 67th in U.S. News & World Report 2019 list of "Top Public Schools."
- GMU has more than 37,000 students and its freshman retention rate of 87 percent is among the highest in the country; 69 percent of GMU students graduate in six years.
- The university is committed to a robust, inclusive, and welcoming climate for learning and research. It values a broadly-defined diverse and inclusive faculty, staff, and student body of exceptional achievement.
- With three northern Virginia campuses and an international campus near Seoul, South Korea, GMU's location just outside the nation's capital provides exceptional opportunities for the university to engage the U.S. government, international organizations, and major corporations in a myriad of industries.
- In addition to its academic focus, the university boasts nationally recognized NCAA, Division I athletic teams.

Greenwood/Asher & Associates, Inc. is assisting the Board of Visitors in the search for the 8th President of George Mason University. Applications and nominations are being accepted. Screening of applications will begin immediately and continue until an appointment is made. Applications are encouraged to be submitted before _____. Application materials should include a letter addressing how the candidate's experience and skills match the position requirements, a résumé/CV and contact information for at least five references. Individuals wishing to nominate a candidate should include the name, position, address, and telephone number of the nominee. A letter addressing how the candidate's experiences match the position requirements is recommended.

Consultants Jan Greenwood and Julie Holley may be reached by phone at 850-650-2277. Inquiries, nominations, and applications should be directed to:

Jan Greenwood or Betty Turner Asher, Partners
Julie Holley, Senior Executive Search Consultant
Greenwood/Asher & Associates, Inc.
42 Business Center Drive, Suite 206
Miramar Beach, FL 32550
Phone: 850-650-2277 / Fax: 850-650-2272
E-mail: jangreenwood@greenwoodsearch.com
bettyasher@greenwoodsearch.com
julieholley@greenwoodsearch.com

For more information about George Mason University, please visit the web site at <https://www2.gmu.edu/> and _____ for the position description on the Presidential Search web site.

George Mason University is an equal opportunity/affirmative action employer, committed to promoting inclusion and equity in its community. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability or veteran status, or any characteristic protected by law.